



Washington, D.C. 20520

July 7, 1988

MEMORANDUM:

TO: To The Files

THROUGH: INR/EX - E. Michael Southwick
Richard Condon
Michael WisemanFROM: INR/EX - Sandra Shaw *SS*SUBJECT: INR Training Program Statement and
Training Budget

INR analysts produce finished, analytical intelligence to provide world-wide coverage emphasizing political, economic, social and political-military affairs to:

- provide timely independent analytical comments on current developments, and anticipatory assessments to Department of State policy officials;

- enable INR to participate vigorously in the production of intelligence community products.

With the responsibility for global and multifunctional analytical intelligence production and with additional responsibilities concerning the coordination of operational and other intelligence activities, INR's training requirements are unique and are not always met through the traditional training courses available at FSI. As a result of this unique training requirement, INR is developing a comprehensive training plan to include both professional and nonprofessional personnel in INR. This new training initiative directly addresses Recommendation 63 of the 1988 INR Inspection Report:

- INR/EX should prepare a training action plan, which should include development of an overall training plan outlining INR's training needs and the funds necessary for the requested training; designation of an employee in the personnel office as a training coordinator who would require each office within the Bureau to develop training needs for its staff; and development of a library of training resources and materials.

The lack of a comprehensive training program for INR personnel has been a detriment to INR, as well as the Department. During the past several years INR has experienced a high personnel turnover rate, low personnel morale, and recruitment difficulties. Without the development of an appropriate training program and much greater attention to career development, INR will continue to be faced with these personnel problems.

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INR's FY-90 Budget request of \$51,000 reflects INR's commitment to the development of an appropriate training program to meet the following goals:

- broaden and further develop analytic skills and abilities;
- Develop and enhance knowledge and skills to use effectively and efficiently ADP systems in intelligence management and analysis;
- broaden and enhance regional and functional expertise to facilitate greater utilization and mobility of INR personnel;
- enhance the skills and knowledge of nonprofessional personnel to support more effectively and efficiently the INR mission;
- provide a more defined career development program for INR professional and nonprofessional personnel.

This mission oriented training program, developed in collaboration with FSI and the Bureau of Personnel, will include courses at FSI interagency facilities, Department of Defense bases, the war colleges, universities, as well as research institutes.

In FY-88, INR expended \$21,000 for training. Approximately 100 professional and nonprofessional personnel participated in the program. The FY-90 training program shown below is reflective of new training initiatives being developed in INR.

FY-90 - Training Plan

Executive Level Training	9,000
5 Office Directors and/or	
Senior Managers (Kennedy School	
for School of Government, FEI, etc.)	
Senior Level Training	10,000
35 GM-13-15 (regional, functional,	
management)	
Mid-Level Training	9,000
40 GM-9-12 (regional, functional)	

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Entry Level Training 5,000
20 GM-5-11 regional,
functional

ADP Training (Professional & 15,000
Nonprofessional) 40 all grades

Nonprofessional 3,000
35 Secretarial and support staff



Washington, D.C. 20520

October 6, 1988

TO: INR Training Liaison Officers

FROM: INR/EX - Sandra Shaw *SS*
Training Coordinator

Subject: INR Nominations for CIA Courses

In a Clarke/Lowenthal memorandum of August 18, 1988, Office Directors were provided a list of the FY-89 INR nominations for CIA courses. The Office Directors were requested to review the nominations with their respective Training Liaison Officers. At the August 26 training meeting, I discussed the nominations and requested that you provide comments and/or additional nominations to me. The attached list sent to CIA reflects changes provided by several offices. Please review the attached list with the participants in your office and make sure that supervisors are fully aware of the scheduled training. Any changes in the scheduled training must be directed to me, not CIA's Office of Training and Education. .

If you have any questions regarding the INR nominations, please contact me at x76839 or 373-3785.

Attachment: As stated.

CC: INR-CKamman
INR/RA-RAClarke
INR/FAR-MLowenthal
INR/EX-EMSouthwick

*Response sent to inspectors
in August.*

INR/EX has initiated action to implement the recommendation. On May 30th, Sandra Shaw, Deputy Director INR/GE, was reassigned to INR/EX and appointed INR Training Coordinator. She will develop, in collaboration with FSI and the Bureau of Personnel, an appropriate training program to meet INR's training program statement. INR's FY-90 Congressional Budget requests the funds required to institute the new training initiative as well as stating INR's commitment to the development of such a program. A separate justification in the budget details INR's request, which represents a doubling of previous funding levels. Each INR office has been requested to identify a Training Liaison Officer who will work closely with the INR Training Coordinator to develop an appropriate training program. The Training Coordinator is currently developing a bibliography of training resources and materials.